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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2016 substantive session (A/70/19). The matrix is supplemental to the report of the Secretary-General (A/71/587). A summary of each recommendation is given, as well as reference to the number of relevant paragraphs in the report of the Special Committee.

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	I. Introduction
21	The Department of Peacekeeping Operations and the Department of Field Support have initiated discussions with the Department of Management. An interdepartmental project team will be tasked with determining the appropriate location, design, cost and implementation process. The construction of the memorial will likely require a procurement exercise in line with the Financial Regulations and Rules of the United Nations. Construction will begin once funding for the memorial is secured from donors and the necessary procurement process is completed.
25	An informal briefing will be provided to the Special Committee at the start of its substantive session in 2017.
	II. Restructuring of peacekeeping
33	Following the merger of the Asia and Middle East Division with the Europe and Latin America Division to form the new Asia, Middle East, Europe and Latin America Division in the Office of Operations of the Department of Peacekeeping Operations in 2015, the new configuration was fully responsive to operational imperatives in 2016. A review of the allocation of resources will be undertaken following the closure of the United Nations Operation in Côte d'Ivoire (UNOCI).
37	The Public Affairs Section of the Department of Peacekeeping Operations and the Department of Field Support is developing a Department-wide strategic communications plan with regard to restructuring peacekeeping, in consultation with all lead offices.
	III. Safety and security
44	A notification-of-casualty incident information system is currently in place between missions and Headquarters and includes provisions for immediately notifying the permanent missions concerned and other reporting and response timelines. The process is currently paper-based and suboptimal for the consistent recording, collation and reporting of casualty information across all missions in a manner that facilitates systematic verification, retention and statistical analysis. As such, the urgent need for the replacement of the system with a digitized notification-of-casualty system was identified as the highest priority technological initiative by the Information Management Committee of Department of Peacekeeping Operations and the Department of Field Support in 2015. A proposal to develop such a system that would communicate securely with the analytics suite used by the Departments was included in the budget of the support account for peacekeeping operations for 2016/17 and approved by the General Assembly in its resolution 70/287. The development of the system is under way, under the leadership of the United Nations Operations and Crisis Centre.
47	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
49	Operational doctrine for uniformed components, including military standards such as the United Nations Infantry Battalion Manual and the policies and guidelines developed by the Police Division as a part of the Strategic Guidance Framework for International Police Peacekeeping, is continually developed and updated. Both provide the respective heads of components with comprehensive guidance on safety and security measures. For military components, the 2016 operational readiness assurance and performance improvement policy will help to ensure that military units are prepared to operate

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	effectively in full compliance with the guidance contained in the above-mentioned documents. The revised policy of the Department of Peacekeeping Operations and the Department of Field Support on formed police units will be completed by the end of 2016 on the basis of lessons learned and in close consultation with Member States. One of the key tasks of formed police units is to ensure the safety and security of United Nations personnel and missions, primarily in public-order management. With regard to the specific safety and security threats posed by improvised explosive devices, in 2016, the Mine Action Service of the United Nations promulgated guidelines on mitigating the threat of improvised explosive devices in mission settings, which provided a common lexicon and knowledge base on improvised explosive devices. In addition to providing operational guidance, the guidelines will increase awareness among United Nations personnel and troop- and police-contributing countries and inform current and future operations.
49	Information on the work of the Office for the Peacekeeping Strategic Partnership is included in the report of the Secretary-General (A/71/587).
50	In 2016, the Mine Action Service of the United Nations coordinated the elaboration of the Department of Peacekeeping Operations and Department of Field Support guidelines on mitigating the threat of improvised explosive devices in mission settings and published a lexicon on improvised explosive devices. The Service is also developing standards for peace operations on the disposal of improvised explosive devices. Two working groups consisting of experts nominated by Member States have been established for the development of a handbook for use at military and police headquarters on mitigating the threat of improvised explosive devices and a manual for military units on the disposal of explosive ordnance and the disposal of improvised explosive devices. Work is ongoing through electronic platforms. Workshops have been organized for September and November. The working groups are expected to submit their final drafts at the end of 2016 and in March 2017, respectively.
52	The Department of Peacekeeping Operations and Department of Field Support strategy for implementing the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping includes measures to increasingly place responsibility for the implementation of technological solutions in the field with substantive offices in order to ensure that they are integrated effectively into mission operations and existing standards and tools for civilian and uniformed personnel. As part of those efforts, new technologies will be included in issues papers submitted to the working group on contingent-owned equipment in 2017. In 2016, the Departments promulgated a compulsory training programme for all staff on information sensitivity, classification and handling. The forthcoming policy on intelligence in United Nations peacekeeping operations includes strengthened provisions for the handling of sensitive information in a manner that ensures effective security, confidentiality and sharing.
53	The Department of Peacekeeping Operations and Department of Field Support strategy to implement the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping strengthens the partnership for technology in peacekeeping, a platform for collaboration between the Secretariat and Member States on the identification, development and deployment of new technologies to peacekeeping operations. The Secretariat will consult closely with Member States as it develops the forthcoming field technology framework of the Departments.
53	In September 2016, the Department of Peacekeeping Operations and the Department of Field Support undertook an assessment of the deployment of unarmed unmanned aerial systems in United Nations peacekeeping operations. The United Nations Multidimensional Integrated Stabilization Mission

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	in Mali (MINUSMA) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the two missions operating unarmed unmanned aerial systems airframes at the time of the assessment, were consulted in order to identify best practices and lessons learned on the impact of the systems on the safe and effective implementation of mandates, the implications of the use of such systems for mission operations, arrangements for the processing and handling of data and the administrative management of the systems. Both missions identified the use of unarmed unmanned aerial systems, including both manned and unmanned aerial assets, as an important component of mission intelligence, surveillance and reconnaissance capacities to deliver situational awareness. It was reported that unarmed unmanned aerial systems were invaluable for verifying, corroborating and confirming information from other sources with a high degree of accuracy, in particular in volatile and dangerous areas. Unarmed unmanned aerial systems also proved useful in the early detection of threats against the mission, notably by providing an aerial deterrence effect, and in the surveillance of mission movements and ongoing operations, known as "blue force tracking", as well as in the detection of threats against civilians through the monitoring of the activities of armed groups. MINUSMA noted that unarmed unmanned aerial systems were useful in monitoring intercommunal tensions to provide primary assessments to inform the mission's good offices efforts. The mission reported that tactical, line of sight-operated unarmed unmanned aerial systems had proved highly useful to the small number of units that possessed them and recommended that the use of such tools be extended to infantry battalions. The missions reported that the operation of unarmed unmanned aerial systems, in particular operational and strategic-level systems, had required significant adjustments in operational planning and field support arrangements. In addition to significant logistical requirements, weather and maintenance requirements, in particular for systems used in extreme environmental conditions, had an impact on the efficiency and effectiveness of the tools. Administrative and operational command and control arrangements for the management and tasking of the systems were found to be adequate, with unarmed unmanned aerial systems cells established in the U-2 branches of both forces for the management of United Nations-owned assets. The arrangements were not fully understood by the civilian and police components, however, pointing to the need for further sensitization of potential clients and closer integration into coordinated information collection activities under mission-wide intelligence management structures. Regarding the handling of data, both missions reported that policies and procedures had been put in place to ensure the secure handling and storage of data collected by unarmed unmanned aerial systems. As the types of unarmed unmanned aerial systems used by missions change and the policy framework in those areas develops, policies and procedures are continually revised to ensure the most efficient, secure and responsible use of the systems. Moreover, missions and Headquarters are endeavouring to standardize the parameters for the operation of all intelligence, surveillance, monitoring and reconnaissance tools in peacekeeping operations, in particular in cases where unarmed unmanned aerial systems are provided as part of a Member State's uniformed contribution to an operation. Overarching guidance in that regard will be reflected in the forthcoming policy on intelligence in United Nations peacekeeping operations, to be followed by more detailed operational guidance.
55	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

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56	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
57	The Department of Safety and Security has formed the United Nations Secretariat Safety and Security Integration Project, which includes a project team, a governance structure consisting of a principal-level steering group and a director-level working group and various consultation mechanisms with stakeholders at Headquarters and in the field. Work is ongoing through three primary streams, namely, management (legal authority for integration), human resources (contract modalities for integration) and finance (funding models to support the initiative). The Department expects the project to be completed at the end of 2017, in time for the launch of the Internal Security and Safety Network (SAFETYNET) as part of the Secretariat's managed mobility system.
58	The Department of Peacekeeping Operations, in particular the Office of Military Affairs, the Police Division and the integrated operational teams in the Office of Operations, holds regular informal consultations with the troop- and police-contributing countries concerned and makes every effort to respond to any enquiry made by Member States. In cases in which sudden changes in the operational environment negatively affect operational effectiveness or result in serious injury to or the death of United Nations peacekeeping personnel, the Department proactively engages with the troop- and police-contributing countries concerned to inform them of the situation on the ground, including through emergency meetings with those countries and meetings between senior representatives of the permanent missions and the senior official of the Department. Please also refer to the response to paragraph 44, above.
58	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
59	Cooperation between the Security Council, troop- and police-contributing countries and the Secretariat on mandates, capabilities and performance issues continued to expand through a number of formulas. The Secretariat routinely conducted consultations prior to and following all significant mission reviews or assessments, whether mandated by the Security Council or not. Troop- and police-contributing countries were also briefed on contingency plans for possible peacekeeping deployments. Summits or ministerial level meetings and other political level engagements were held to ensure a shared understanding between the Secretariat and Member States on pressing capabilities gaps and to identify new contributors. Please also refer to the response to paragraph 264, below.
59	The establishment of temporary operating bases is dictated by the operational environment and the evolution of threats. Improving mobility in the field remains an objective to allow for peacekeeping missions to adapt to operational needs. In that context, force protection remains an enduring objective. The Office of Military Affairs plans the deployment of temporary operating bases for a maximum period of time according to United Nations doctrine (platoon, 15 days; company, 30 days) and prepares statements of unit requirements accordingly. When forces from troop-contributing countries arrive in theatre and are deployed in more locations or for a longer period of time than originally planned by the Office, the levels of force protection and self-sustainment are determined by the mission on the basis of a detailed threat analysis. The need for permanent facilities is determined on the basis of criticality to mandate implementation and is also influenced by budget considerations.

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60	Implementation of the human rights due diligence policy has been standard practice in peacekeeping operations that regularly provide support to non-United Nations security forces.
61	In 2016, a system-wide crisis management policy was developed and endorsed by the Secretary-General. The United Nations Operations and Crisis Centre is in the process of coordinating a review and update of the subordinate crisis management standard operating procedures for the Department of Peacekeeping Operations and the Department of Field Support.
62	Work is in progress to include uniformed personnel in the field occupational safety policies. Please also refer to the section on safety and security in the report of the Secretary-General (see A/71/587, sect. IV).
64	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	IV. Conduct and discipline
73	The accountability framework on conduct and discipline for field missions has bee.. enhanced with electronic quarterly and annual reporting tools, reflecting the implementation of the policy on accountability for conduct and discipline in field missions.
74	The response to this request is included in the section on conduct and discipline in the report of the Secretary-General (see A/71/587, sect. V).
76	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
78	The robust programme of action set out in the previous two reports of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/69/779 and A/70/729), with wide-ranging initiatives covering prevention, response and victim assistance, is being steadily implemented in peacekeeping and special political missions. In addition, in its resolution 70/286, the General Assembly reaffirmed the commitment of Member States and the Organization to fully implementing those initiatives and the United Nations policy of zero tolerance of sexual exploitation and sexual abuse. A full update will be provided in the next report of the Secretary-General on special measures, and an informal briefing to the Special Committee will be provided prior to its substantive session in 2017.
79	All peacekeeping missions have community-based complaint reception mechanisms or referral pathways in place to ensure that members of the local community are able to file complaints, for review and follow-up investigations as required, and receive assistance and support, as required. The mechanisms were established in accordance with a framework shared with peacekeeping missions in 2015 and again in January 2016. Updates from all missions on the functioning of their mechanisms or referral pathways will be provided by the end of 2016 and included in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse, in February 2017. An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
80	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

V. Strengthening operational capacity

87 An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

89 All 11 United Nations Military Unit Manuals have been promulgated, and five regional seminars have been held with Member States to identify strategies to implement and institutionalize the new standards. The Integrated Training Service is now developing specialized training materials for each of the Manuals. The operational readiness assurance and performance improvement policy of the Department of Peacekeeping Operations and the Department of Field Support, which was finalized in 2016, provides the framework for the certification of the readiness of military units under the above-mentioned standards, including whether they have undergone standard predeployment training, conduct and discipline training and human rights screening. The policy is complemented by guidance on processes for the evaluation of the performance of units by force commanders and the performance of force headquarters.

90 The Security Council is regularly briefed on capability implications stemming from proposed adjustments to mission mandates. The views of troop- and police-contributing Member States are consulted as a matter of standard practice as part of strategic and technical reviews and assessments, informing key elements of planning documents based on adjusted mandates, as issued by the Security Council.

91 The process of reviewing the policy and guidelines on joint operations centres has begun and is expected to be completed in 2017. The process, in addition to other initiatives related to information management in peacekeeping operations, will address the flow of information into and through joint operations centres and joint mission analysis centres. An informal briefing covering joint operations centres and joint mission analysis centres will be provided to the Special Committee prior to its substantive session in 2017.

92 The Department of Peacekeeping Operations and the Department of Field Support have initiated a review of the policy on authority, command and control in United Nations peacekeeping operations. The process will include a review of issues related to authority and responsibility between mission components, including those affecting the command and control of military enabling assets.

92 As recommended by the High-level Independent Panel on Peace Operations, the Department of Peacekeeping Operations and the Department of Field Support have developed a concept for a vanguard force that defines the constitutive modules of a standing integrated brigade-sized force, with complementary civilian and police components, that could be deployed by the United Nations. The process is complemented by the development of concepts and the establishment of the support arrangements necessary for a rapidly deployable mission headquarters. Both initiatives are supported by the newly established Peacekeeping Capability Readiness System, through which the constituent elements of those entities are to be recorded.

93 By empowering end users and substantive offices in the design, development and implementation of new technology solutions for peacekeeping operations, the Department of Peacekeeping Operations and Department of Field Support strategy for implementing the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping aims at ensuring a demand-driven approach to strategic technologies in peacekeeping operations that takes into account the technical and training

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	aspects of implementation. That approach will be reflected in the forthcoming field technology framework of the Departments.
94	The external review of the functions, structure and capacity of the Police Division contained recommendations in five broad categories: (a) recruitment; (b) accountability and performance, including with regard to formed police units; (c) structural changes, post establishments and post relocations; (d) planning, partnerships, policy and knowledge management; and (e) the implementation of (a) through (d). The forthcoming report on United Nations policing will contain further information on those recommendations. The Police Division has begun implementing some of the recommendations for enhancing the capabilities and overall performance of police components and briefed the Special Committee on 3 October 2016.
97	Please refer to the response to paragraph 92, above.
98	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
99	A new paper on uniformed capability requirements was prepared for the ministerial meeting on peacekeeping held in London on 8 September 2016. It clarifies current and emerging needs for Member States, and they should consult the paper when making decisions about their contributions to the Peacekeeping Capability Readiness System. The Strategic Force Generation and Capability Planning Cell issued two updates to the paper on uniformed capability requirements in 2016 and will further update the paper in January and May 2017. The Planning Cell will periodically provide briefings on existing gaps, the impact of gaps, and support to the Office of Military Affairs, the Office of Operations and the Department of Field Support.
100	An informal briefing and a progress report on the Peacekeeping Capability Readiness System will be provided to the Special Committee prior to its substantive session in 2017.
101	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
103	In line with the Financial Regulations and Rules of the United Nations, all field missions regularly and systematically conduct inspections and verifications of all United Nations-owned equipment.
107	Following the adoption of the Department of Peacekeeping Operations and Department of Field Support policy on United Nations police in peacekeeping operations and special political missions, in 2014, and the guidelines on police capacity-building and development, on police command and on police operations, in 2015, the Police Division is working towards finalizing the guidelines on police administration by the end of 2016. On the basis of the results of a survey on the guidance gaps and priorities of missions, the Police Division, in conjunction with Member State doctrinal development groups, is developing manuals on community-oriented policing, intelligence-led policing, operational planning, integrated border management, monitoring, mentoring and advising and donor coordination and fund management.
108	The Police Division has developed three standard operating procedures that are compliant with the Strategic Guidance Framework for International Police Peacekeeping. The policy on formed police units and the standard operating procedures for assessing individual police officers and formed police units are currently under review. The external review of the Police Division has assessed staffing and gaps in

	the Division. The Special Committee was briefed on the findings and recommendations of the review on 3 October 2016.
108	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
108	The Secretariat regularly engages with troop- and police-contributing countries during the planning processes that take place throughout the life cycle of a mission, such as the holding of a formal meeting with the countries prior to mandate renewal. When conducting strategic reviews of missions, the Department of Peacekeeping Operations and the Department of Field Support consult with the relevant troop- and police-contributing countries in order to incorporate their advice into the planning process. The Departments also share relevant information that has an impact on deployment, the concept of operations, command and control structure and the rules of engagement with the contributors in order for them to prepare for the new and/or changed requirements.
109	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
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111	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
112	The policy on United Nations police in peacekeeping operations and special political missions and the guidelines on police operations provide guidance on community-oriented and intelligence-led policing. The Police Division is working towards further coherence through the development of the above-referenced subsidiary manuals, including on community-oriented and intelligence-led policing.
113	A detailed response to this request is included in the report of the Secretary-General (see A/71/587, sect. II.C).
114	The standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence is being finalized by the Police Division in alignment with the module on sexual and gender-based violence in the gender toolkit for United Nations police officers, which was updated in 2015. Train-the-trainer courses, organized by the Integrated Training Service and delivered to trainers from Member States and United Nations missions, facilitate the dissemination of standardized training curriculum to United Nations police officers. In January 2016, the Service, together with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), delivered a train-the-trainer course to police trainers on the protection of civilians, sexual and gender-based violence, conflict-related sexual violence and sexual exploitation and abuse, in India. Another train-the-trainer course on the same subjects is planned for November 2016, to be delivered to police trainers for formed police units. Details on the curriculum will be provided during an informal briefing to the Special Committee prior to its substantive session in 2017.
115	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.

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116	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	VI. Strategies for complex peacekeeping operations
120	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
131	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
133	For lessons learned, the Public Affairs Section has consulted with the Policy, Evaluation and Training Division regarding options for the review of strategic communications, which should be further developed during the 2017/18 cycle.
145	An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.
152	An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.
154	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
157	Through the roll out and implementation of the United Nations mission transition policy, the United Nations approach on transitions has undergone a significant shift away from a narrow focus on mission disengagement and towards a more comprehensive reconfiguration of the entire United Nations presence in line with residual challenges on the ground. Experience has shown that successful and sustainable transitions require integrated assessments and planning, a forward-looking and needs-driven approach, joint communication efforts and concerted efforts to sustain political and financial engagement throughout the transition process and beyond. Ensuring that United Nations country team actors who remain on the ground beyond the departure of missions have the means to sustain and build upon previous gains is one of the most critical roles of Member States in transition processes.
159	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
160	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
165	The Disarmament, Demobilization and Reintegration Section provided a comprehensive briefing when the request was first made. Since then, the United Nations University publication *United Nations Disarmament, Demobilization and Reintegration in an Era of Violent Extremism: Is it Fit for Purpose?* was commissioned by the Department of Peacekeeping Operations. On the basis of that publication, the Department is re-examining its disarmament, demobilization and reintegration activities undertaken in asymmetric environments. To address the full range of issues indicated in the request, the Section and the University developed a series of modular proposals, which were presented to Member States. Part of the efforts undertaken in 2016 has been advancing a communications strategy that better explains the role of disarmament, demobilization and reintegration in contemporary peace operations. A report on the subject could contribute to strengthening communication to Member States.

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181	In 2016, the Security Sector Reform Unit and the inter-agency security sector reform task force, under the lead of the United Nations Office on Drugs and Crime, completed an integrated technical guidance note on security sector reform and transnational organized crime and an integrated technical guidance note on the monitoring and evaluation of security sector reform. In the area of defence sector reform, the Unit, in close cooperation with the Office of Military Affairs, has initiated a review of the Department of Peacekeeping Operations and Department of Field Support policy on defence sector reform in order to better capture the guidance contained in Security Council resolution 2151 (2014).
184	Experts from the United Nations roster of security sector reform experts have been providing highly specialized civilian expertise to peacekeeping missions for the past seven years. Recently, experts were deployed to the Central African Republic and Burkina Faso to bolster political peace processes through the development of national security strategies. Having taken into consideration the dramatic increase in demand for such expertise, the Security Sector Reform Unit is currently engaging with Member States and other partners to identify ways to enhance its capacity to deploy security sector reform experts in a timely manner.
192	An assessment and review of the work and impact of the Criminal Law and Judicial Advisory Service and of the Justice and Corrections Standing Capacity was submitted to the Special Committee in January 2016.
194	A handbook for corrections officers is being developed with the support of Member States and in consultation with the Group of Friends of Corrections in Peace Operations. The handbook will supplement the existing Department of Peacekeeping Operations predeployment training programme delivered to United Nations corrections officers. The handbook will serve as a field reference guide for all United Nations corrections personnel to assist in their engagement with national prison services and on focusing their interventions on mandated priorities in line with the Department of Peacekeeping Operations and Department of Field Support policy on prison support in United Nations peace operations. The handbook will be made available in English and French.
197	The Justice and Corrections Service of the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations continues to explore new partnerships and is developing an e-training programme for judicial affairs officers and corrections officers on the basis of the Department of Peacekeeping Operations and Department of Field Support policy on justice support in peace operations, 2016, the Department of Peacekeeping Operations instructor's manual for rule of law training for judicial affairs officers and the Department's handbook for judicial affairs officers. The Service, with support from Member States and in partnership with members of the Group of Friends of Corrections in Peace Operations, continues to deliver predeployment training to corrections officers. The course prepares professional and Government-provided corrections officers from contributing Member States for deployment to peace operations. It has recently been expanded to include specialized training for missions with specific corrections needs, such as on basic security and operations training for holding facilities in the United Nations Mission in South Sudan (UNMISS) and on the management of high-risk prisoners for enhanced mentoring and advising in the United Nations Multidimensional Integrated Stabilization Mission in Central African Republic (MINUSCA). The course materials will be updated in 2017.
200	A review of the United Nations Rule of Law Indicators project was completed in 2015. Most recently, the tool was adapted to the local context through a nationally led process and implemented jointly by the United Nations Development Programme and the United Nations Assistance Mission in

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	Afghanistan. A study on lessons learned was undertaken regarding how that approach could be adapted to other conflict settings.
201	The Department of Peacekeeping Operations and Department of Field Support policy on justice support in United Nations peace operations was revised and approved in July 2016. The Departments' policy on prison support in United Nations peace operations was revised and approved in September 2015 by the Justice and Corrections Service. Both policies provide judicial affairs officers, rule of law officers and corrections officers serving in mission settings and at Headquarters with comprehensive guidance on the provision of support to national authorities to restore or establish courts and prisons in host countries where peace operations are present. As indicated in the policies, such support from the United Nations must be tailored to the specific context of the country concerned on the basis of the principles of national ownership and leadership.
204	The annual report on the implementation of the forward-looking strategy on gender, 2014-2018, is being drafted and will be finalized at the end of 2016, where it will be shared with the senior management and missions of the Department of Peacekeeping Operations and the Department of Field Support. The report will also be provided to the Special Committee.
205	Strategic reviews of UNOCI, MINUSMA, MINUSCA and the United Nations Mission in Liberia (UNMIL) have included a gender perspective. Specific recommendations were made in the follow-up reports on strengthening mission mandates and the inclusion of references to gender. Increased focus was also given to the inclusion of gender-disaggregated data in the reports of the Secretary-General to the Security Council. The Department of Peacekeeping Operations is developing a training course on gendered conflict analysis and reporting, which will be offered to all personnel in the Office of Operations of the Department and to planning officers at Headquarters and in missions. The placement of gender advisers in the offices of the Special Representatives of the Secretary-General in the field and of the chiefs of staff at Headquarters has allowed for more enhanced support on gender issues in missions and is reflected in the greater attention being paid to gender in briefings and reports received from peacekeeping missions. The Department's strategy on gender will be revised in 2017 to include more emphasis on planning and gendered conflict analysis.
206	The "open days" continue to be conducted in all multi-dimensional missions by the Department of Peacekeeping Operations. An evaluation of the progress made since 2010 is being undertaken by the Gender Unit of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters. The open days have led to a number of spin-off initiatives in peacekeeping missions that support the implementation of the women and peace and security mandate. At Headquarters, the Gender Unit is conducting similar open days every quarter with the Departments' management and women's civil society groups to discuss challenges and progress relating to the women and peace and security mandate.
207	Gender focal points have been provided with gender-related training to enhance their ability to deliver their mandates. The focal points meet monthly at Headquarters and in the field and are offered ongoing training on gender reporting and analysis.
210	A key theme of the ministerial meeting on peacekeeping held in 2016 was the increasing number of women in uniform. The Office of Military Affairs introduced a new strategy, that 15 per cent of military observer and staff officer roles should be filled by women officers by the end of 2017. Please also refer to the response to paragraph 113, above.

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211	The Department of Peacekeeping Operations and UN-Women continue to work together on women and peace and security issues and have collaborated on two projects: (a) the analysis of three peacekeeping mission budgets as part of a pilot project to assess the percentage of funding that contributes to gender mainstreaming; and (b) a project on mission transitions, with a focus on the transitioning of tasks relating to women and peace and security in the drawdown to United Nations country teams, to guarantee that gender gains are not lost in the eventual handover. The Department also participates in the Standing Committee on Women, Peace and Security and other initiatives led by UN-Women. The Office of Military Affairs meets informally with UN-Women staff and responds to their enquiries regarding the deployment of women officers.
214	From 1 July 2015 to 30 June 2016, three of the seven mobile training teams deployed by the Integrated Training Service to Member States delivered the core predeployment training materials, which include gender mainstreaming in peacekeeping operations. As at February 2016, mandatory training for all staff in the Department of Peacekeeping Operations and the Department of Field Support includes the in-house gender mainstreaming training course and the online "I know gender" training course. Both training courses cover generic gender issues. In the field, the mandatory induction training for all peacekeeping personnel, including military, police, international and national civilian staff and United Nations Volunteers, upon arrival includes the topic of integrating gender into peacekeeping operations. At all missions, specialized training relating to gender issues is also delivered on specific areas of focus, such as sexual and gender-based violence and conflict-related sexual violence, for different functions, such as gender advisers and gender focal points, and specific to the categories of personnel, whether civilian, police or military. There is also specialized gender-related training for mission leadership. A one-day stand-alone training course on gender conflict analysis and reporting, which will improve consistency across police and military gender focal points, is currently in development and due for validation by November 2016. Specialized training materials on the integration of gender into tactical-level military tasks are targeted for validation in 2016. A training module targeting military gender advisers and gender focal points is currently in development.
215	United Nations training materials, such as the gender toolkit for United Nations police officers, are available online at the Peacekeeping Resource Hub and through the community of practice. E-learning courses have been developed by the Integrated Training Service. They are available on the United Nations System Staff College portal and include the induction training module on integrating gender into peacekeeping operations. The Police Division will be collaborating with the Service to convert the standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence into an e-learning format as part of its finalization. The Office of Military Affairs is developing the specialized training materials on the integration of gender perspectives into military tasks at the tactical level and has engaged with regional peacekeeping training institutes in order to evaluate their online training resources. The Integrated Training Service deploys mobile training teams and delivers train-the-trainer courses to disseminate United Nations training materials and assist troop- and police-contributing countries in meeting training requirements in key areas of mandate implementation, including gender mainstreaming.
216	All mission reports and other related documentation, as well as thematic reports on the protection of civilians, the protection of women, and gender, include specific references to the protection of women and girls from conflict-related sexual violence. Two annual reports of the Secretary-General address sexual violence in conflict and women and peace and security issues, highlighting the work conducted on the protection of women from violence in all situations of concern and peacekeeping operations.

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	Since 2015, gender considerations have been taken into account in the strategic reviews of missions, and the Gender Unit has provided training as part of the conflict analysis training curricula of the Department of Peacekeeping Operations and the Department of Political Affairs. Gender advisers in the field and at Headquarters contribute to many planning processes, especially with regard to strategic assessment missions and technical assessment missions. Gender is mainstreamed in the standard operating procedures, the evaluation of force headquarters in peacekeeping operations and the operational readiness assurance and performance improvement policy, issued during the reporting period. Gender is also incorporated into other military policy and doctrine documents currently under development by the Office of Military Affairs. In addition, gender is integrated in operational staff work such as concept of operations documents, and the Office of Military Affairs staff members have undergone in-house training on gender during the reporting period. A one-day stand-alone training course on gender conflict analysis and reporting, which will improve consistency across police and military gender focal points, is currently in development and due for validation by November 2016.
217	Peacekeeping operations addressing conflict-related sexual violence transmit quarterly and annual reports, the substance of which is systematically reflected in country-specific reports and the annual report on conflict-related sexual violence of the Secretary-General, which elaborate on the context, trends and patterns and measures taken to prevent and respond effectively. Monitoring, analysis and reporting arrangements on conflict-related sexual violence are operationalized in six peacekeeping operations, contributing to comprehensive analysis, coherent reporting, effective information-sharing and credible operational responses.
218	In addition to providing basic and immediate assistance to survivors of sexual violence, peacekeeping operations are working together with United Nations country teams to establish referral pathways and improve the provision of services, including through extending the presence of service providers. Contributions of troops or police to peacekeeping operations by States that are repeatedly listed in the annual reports on children and armed conflict and on conflict-related sexual violence are no longer being accepted. An official communication was issued to troop and police contributors that were listed at the time of the issuance of report of the Secretary-General on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357) in September 2015, in which they were informed that they were required to engage with the respective Special Representatives of the Secretary-General to make and implement specific time-bound commitments and specific action plans to address the violations for which they were listed and that failure to cease systematic violations and implement action plans expeditiously would result in suspension from peace operations. The Department of Peacekeeping Operations and the Special Representatives of the Secretary-General for Children and Armed Conflict and on Sexual Violence in Conflict continue to work with the contributing countries that are currently listed in those reports to achieve delisting.
219	As mandated by the Security Council in its resolutions, women's protection advisers have been deployed in five peacekeeping operations (MINUSMA, MINUSCA, MONUSCO, UNMISS and UNOCI), and they continue to play a significant role in the effective prevention of and response to conflict-related sexual violence. Women's protection advisers are currently supporting the implementation of the mandate on conflict-related sexual violence through political advocacy and constructive engagement with all parties to a conflict and by establishing an evidence base, including by supporting the monitoring, analysis and reporting arrangements on conflict-related sexual violence, and strengthening referral arrangements and survivor assistance within the mission's overall protection framework. Women's protection advisers assume an important role as advisers to mission leadership,

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	continue to mainstream and institutionalize prevention and response measures throughout the functions of mission components and undertake capacity-building initiatives to enhance the effectiveness of mission personnel to better address challenges relating to conflict-related sexual violence.
221	The guidelines on integrating a gender perspective into the work of United Nations military forces in peacekeeping operations were once again disseminated to all missions in 2016. They also formed the core of the training delivered in 2016 to military gender advisers and focal points. The guidelines will be assessed in the context of the revision that started in September 2016.
222	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
223	In order to strengthen protection responses and ensure coherence in monitoring and reporting functions, MINUSCA, MINUSMA and the United Nations Assistance Mission in Somalia commenced the consolidation of specialized protection functions relating to child protection and conflict-related sexual violence within human rights components in July 2016. A Headquarters working group comprising representatives of the Department of Peacekeeping Operations, the Department of Political Affairs, the Office of the High Commissioner for Human Rights and the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict and on Sexual Violence in Conflict is monitoring and supporting its implementation. A written briefing on the impact of consolidation on the implementation of the specialized protection functions will be provided to the Special Committee during its substantive session in 2017.
224	A child protection perspective is taken into account during all phases of the mission planning process, including through the participation of child protection advisers and technical experts in the integrated mechanisms envisaged in the United Nations policy on integrated assessment and planning. Child protection staff are included in mission structures in MINUSCA, MINUSMA, the United Nations Stabilization Mission in Haiti, MONUSCO, the African Union-United Nations Hybrid Operation in Darfur, UNOCI and UNMISS.
225	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
226	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
227	In March 2015, the Policy, Evaluation and Training Division initiated the development of in-depth specialized modules for United Nations police in collaboration with the United Nations Children's Fund, the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict and on Violence against Children and the Police Division. The materials comprise six modules, a trainer manual, practical exercises, case scenarios and supporting tools, such as pocket-sized cards and leaflets on "dos and don'ts", and will be validated and rolled out in partnership with Member States by the end of 2016. The Office of Military Affairs is involved in the work to improve training related to child protection. The guidelines on preparation for operational readiness will reflect the requirement for troop- and police-contributing countries to address the issue of child protection in their predeployment training. Specialized training material on child protection for the military has been completed, and a train-the-trainer course for its dissemination among troop- and police-contributing countries will take place in September 2016. Specialized training materials on child protection for United Nations police officers are

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	being finalized. A validation workshop for the materials comprising trainers nominated by Member States will take place in October 2016, and the global pilot course will take place from 28 November to 2 December 2016.
228	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
231	The Medical Services Division and the Logistics Support Division, through the promulgation of the new edition of the Medical Support Manual for United Nations Field Missions in 2015, have set out guidelines for predeployment medical clearance and an exhaustive list of medical conditions that preclude deployment to peacekeeping missions. Those measures should help the troop- and police-contributing countries to strengthen their efforts in ensuring that only medically fit personnel are deployed missions. To further help to raise awareness of this crucial matter, a note verbale has been sent to all permanent missions highlighting this and other important issues addressed in the Medical Support Manual.
232	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
233	EarthMed has been implemented in the United Nations clinics across all peacekeeping missions.
234	The Medical Services Division continues to actively develop its capabilities that support peacekeeping operations and respond to organizational occupational safety and health needs. In line with the occupational safety and health framework of the High-level Committee on Management, the Division has worked closely with the Department of Peacekeeping Operations and the Department of Field Support field occupational safety programme to develop a draft occupational safety and health policy, which has been widely consulted by interested parties and is awaiting review by the Management Committee. Terms of reference have been drafted for a steering committee to act as the Organization's oversight body on occupational safety and health and for local multidisciplinary safety and health committees that will implement related policy in the field. The Division has advanced in its development of a mechanism for workplace safety incident reporting, recording and analysis that will allow easy access to incident reporting for all staff and which is integrated into the Organization's existing electronic medical records system. Individually and collectively, the measures form a structured approach to occupational safety and health as outlined by the High-level Committee on Management. They are internationally recognized as effective ways to measure and manage the safety and health of personnel. The measures are likely to demonstrate objective results as they come online, which is expected in 2017.
237	The implementation of section XVIII of General Assembly resolution 61/276 is ongoing. Please also refer to the response to paragraph 241, below.
241	The Department of Peacekeeping Operations and the Department of Field Support are revising both the 2013 policy and the 2011 guidelines on the management and implementation of quick-impact projects to ensure that such projects are planned and managed efficiently and effectively build confidence in the mission, its mandate and the peace process, while also addressing the needs of the people. The revision is expected to be completed by June 2017.

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244	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
245	The updated core predeployment training materials and curriculum address the protection of civilians, and there are specialized training materials on the protection of civilians at the operational and tactical levels. Currently under development for use in both predeployment and in-mission training is the integrated training package on the protection of civilians, which integrates the training materials that provide guidance on the protection of civilians, child protection and combating conflict-related sexual violence in peacekeeping. All senior leadership courses contain elements on the protection of civilians. Scenario-based, mission-specific training for mission leadership in crisis management is in development. At all missions, specialized training relating to the protection of civilians and other protection-related mandates is ongoing for different categories of personnel and for personnel with specific protection functions. The Integrated Training Service and the Office of Military Affairs jointly developed tabletop exercises to strengthen mission capacity to respond to operational needs, especially among members of the senior leadership team. Tabletop exercises on the protection of civilians were conducted at the United Nations Interim Force in Lebanon (UNIFIL) and UNMIL in 2016.
249	A training needs assessment will address in-mission training requirements with regard to the protection of civilians, identify needs and recommend priorities for training development. In November 2016, the Integrated Training Service will conduct a workshop with Member States to develop an integrated approach to the protection of civilians that will allow training material on the protection of civilians, child protection and conflict-related sexual violence to be developed in a synthesized manner to make it easier for personnel to understand and meet United Nations requirements.
251	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
252	The majority of missions mandated to protect civilians have overarching strategies for implementing those mandates. During the reporting period, the Department of Peacekeeping Operations and the Department of Field Support supported the revision of one mission's strategy for the protection of civilians (UNMIL) and the creation of another mission's strategy (UNIFIL). The Departments evaluated strategies over the past year, and their recommendations are already having an impact on the ways in which missions are conceptualizing and operationalizing strategies. The recommendations are being widely consulted and will be fully implemented in the upcoming year.
253	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
254	The Department of Peacekeeping Operations and the Department of Field Support have worked closely with missions on developing operational guidance, including on how to incorporate the protection of civilians into political strategies. A survey of the practice of community liaison assistants, conducted in 2016, included practical recommendations for improving the capacity of those critical unarmed protection actors. Finalization of the guidelines for the protection of civilians by United Nations police officers is under way.
257	The Department of Peacekeeping Operations and the Department of Field Support, in close consultation with Member States, developed pocket-sized cards on the protection of civilians for peacekeepers deployed in the field. The Integrated Training Service will be undertaking a training needs

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	assessment on the protection of civilians over the next year. From 1 July 2015 to 30 June 2016, six training recognition certificates for United Nations courses on the protection of civilians were awarded to Member State training institutions for conducting predeployment training courses to military contingents according to United Nations standards. During the same period, three mobile training teams were deployed specifically to deliver such courses in order to build the capacity of the military and police trainers of troop- and police-contributing countries to conduct training courses according to United Nations standards. A mobile training team will be deployed to UNIFIL in November 2016 to conduct training on the protection of civilians. In April 2016, a train-the-trainer course on specialized training material on the protection of civilians at the tactical level was conducted for military and police trainers from Member States in Asia, including the top troop-contributing countries.
258	The first conference of senior advisers on the protection of civilians was held in March 2016, during which advisers on the protection of civilians from six missions were able to consult with representatives of the Secretariat and Member States and discuss critical operational and policy issues that pose challenges for the implementation of the mandate on the protection of civilians. A community of practice has been created as an additional forum for engaging with relevant stakeholders on the implementation of that mandate.
259	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
260	Each mission provides for public information and outreach on the protection of civilians in its mission-specific strategies. Missions engage with local populations through a number of forums, including through community liaison assistants, early warning networks, local perception surveys, community meetings and United Nations-sponsored radio and with the host Government through dialogue mechanisms.
261	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
262	The Department of Peacekeeping Operations and the Department of Field Support continue to coordinate with a wide range of actors on the mandate to protect civilians. In particular, the senior advisers on the protection of civilians play a critical role in coordinating within the mission and serve as a link between the mission and the Secretariat on those issues. Through the United Nations Liaison Office for Peace and Security, in Brussels, the Departments supported the development of the policy of the North Atlantic Treaty Organization on the protection of civilians.
	VII. Cooperation with troop-contributing countries
264	The Secretariat regularly engages with troop- and police-contributing countries, in particular during the planning processes that take place throughout the life cycle of a mission. The holding of a formal meeting with troop- and police-contributing countries prior to mandate renewal has become a standard practice, complemented by ad hoc informal meetings at which the Secretariat provides updates on the situation on the ground and on the planning and concept of operations for the mission. When the Department of Peacekeeping Operations and the Department of Field Support conduct strategic reviews of missions, they consult with relevant troop- and police-contributing countries in order to incorporate their advice into the planning process. Information that has an impact on the deployment, concept of operations, command and control structure and the rules of engagement is shared with troop- and police-

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	contributing countries together with follow-up discussions and negotiations on memorandums of understanding, as required. That process is facilitated by the Departments to allow contributing countries to prepare for the new and/or changed requirements.
	VIII. Triangular cooperation between the Security Council, the Secretariat and troop- and police-contributing countries
267	Meetings with troop- and police-contributing countries have been conducted regularly in cases of such major changes in the environment as mission transitions, drawdowns and terminations and in response to urgent situations affecting troop deployments, in particular in cases in which there are increased risks to the safety and security of personnel. Formal meetings are held with troop- and police-contributing countries prior to the issuance of any new mandate. The Secretariat has worked closely with regional and subregional organizations representing many Member States that are also troop contributors, such as, most recently, during joint planning with the Intergovernmental Authority on Development on the proposed regional protection force for South Sudan. The Secretariat also makes continued efforts to ensure that the reports of the Secretary-General are issued in a timely manner prior to meetings with troop- and police-contributing countries and in advance of mandate renewals. Troop-contributing countries are consulted before new statements of unit requirements, such as results-based budgeting for MONUSCO and a combat convoy battalion and an all sources information fusion unit for MINUSMA, are prepared. They are also consulted in the context of the implementation of the recommendations contained in the report of the High-level Independent Panel on Peace Operations on casualty evacuation and the mobility project. Meetings with troop- and police-contributing countries are also held regularly to address issues related to the safety and security of the forces deployed and prior to mandate renewal.
268	The Office of Military Affairs, the Police Division and the integrated operational teams hold regular informal consultations with Member States and respond in a timely manner to any enquiry made by them. As a matter of practice, the Department of Peacekeeping Operations briefs troop- and police-contributing Member States before and after the conduct of strategic and technical reviews and assessments, whether or not it is mandated by the Security Council. Cooperation between the Security Council, troop- and police-contributing countries and the Secretariat on mandates, capabilities and performance issues has continued to expand through a number of formulas. Troop- and police-contributing countries were briefed on contingency plans for possible peacekeeping deployments. Summits or ministerial level meetings and other political level engagements were held to ensure a shared understanding between the Secretariat and Member States on pressing gaps in capabilities and to identify new contributors.
269	Please refer to the section on triangular cooperation in the report of the Secretary-General (see A/71/587, para. 44).
270	The establishment of the Strategic Force Generation and Capability Planning Cell and the implementation of the Peacekeeping Capability Readiness System are key steps that have been taken to support outreach and triangular cooperation among the Security Council, the Secretariat and troop-contributing countries. Please also refer to the response to paragraph 275, below.

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273	As a standard practice, upon receipt of the programme of the Security Council, the Office of Military Affairs prepares an invitation to be sent to the troop- and police-contributing countries concerned at least two weeks prior to the date of the meeting.
274	Please refer to the responses to paragraph 270, above, and paragraph 275, below.
275	The Secretariat routinely updates operational documents, such as military and police concepts of operations and mission concepts, to ensure consistency with the mandates authorized by the Security Council. Subsequently, changes made to those operational documents are reported to the Council and the troop- and police-contributing countries through the reports of the Secretary-General and formal and informal meetings with the countries concerned. To further enhance information-sharing and consultation, the Office of Military Affairs, the Police Division and the integrated operational teams hold regular informal consultations with Member States and respond in a timely manner to any enquiry made by them.
276	The United Nations Operations and Crisis Centre continues to coordinate the delivery of weekly operational briefings. Responses to questions posed by participants are provided in a timely manner, and the participation of additional subject matter experts is arranged for, as necessary.
277	All official training and guidance materials of the Department of Peacekeeping Operations and the Department of Field Support are available online at the Peacekeeping Resource Hub. The Resource Hub currently contains 259 guidance and training documents. It currently has 563 subscriptions from Member States, which on average download more than 4,000 training and guidance documents every month. Since March 2016, the Resource Hub has been available in all six official languages of the United Nations. Newly approved guidance and training materials are uploaded on the Resource Hub within one to two days. Similarly, electronic and printed copies are disseminated to field missions and to Member States through the permanent missions.
278	The manual and guidelines for military experts on mission and the guidelines on gender for military components are currently under review. The review process is expected to be completed by June 2017. Effective implementation is a shared responsibility of the Secretariat, Member States and field missions.
280	Please refer to the responses to paragraphs 264, 267, 268, 275 and 276, above.
	IX. Cooperation with regional arrangements
283	The United Nations has established a liaison presence in Vienna to strengthen cooperation with the Organization for Security and Cooperation in Europe. The United Nations is continuing to explore the possibility of scaling up cooperation with the League of Arab States.
287	The United Nations has enhanced information-sharing and analysis exchange with regional arrangements, such as the European Union, to improve interoperability and enhance operational effectiveness by: (a) exchanging classified information; (b) sharing the outcomes of strategic reviews; (c) sharing lessons learned from troop- and police-contributing countries; and (d) maintaining regular information-sharing and analysis exchange.

X. Enhancement of African Union capacities

300 As part of the joint efforts of the Secretariat and the African Union on standardizing the process of rehatting uniformed personnel from African Union to United Nations peacekeeping operations, a shared vision on the benchmarks for transitioning was jointly drafted in the first half of 2016 and is currently being consolidated. In mid-2016, the organizations launched work on the joint development of a toolbox for transitions, with standards in several agreed areas, including command and control, due diligence in human rights and adherence to international humanitarian law, and support to troops on logistics and contingent-owned equipment. The exercise is expected to conclude in the first half of 2017.

XI. Developing stronger United Nations field support arrangements

304 Following the multi-year strategic reform effort of the global field support strategy, the Department of Field Support intends to consolidate its processes, tools and systems in the pursuit of operational excellence, a business concept that stresses continuous improvement in delivering consistent, reliable and sustainable results. In a revised organizational mission statement, the Department has reaffirmed its commitment to contributing to the mandate success of international peace operations with rapid, effective, efficient and responsible solutions. For the period 2017-18, the Department will continue to focus on a core set of long-term priority initiatives highlighted in the report of the Secretary-General (see A/71/587, sect. III.C.1, which includes improving supply chain management, an activity started under the global field support strategy that is to be completed.

305 Pursuant to the recommendations of the High-level Independent Panel on Peace Operations, the Secretary-General is establishing standing administrative measures to facilitate, among other things, the rapid deployment of personnel to peace operations and is preparing proposals for consideration by the General Assembly on matters that are within the purview of Member States. In parallel, the Secretary-General is undertaking a review of key administrative processes and plans to initiate a review of human resources policies and procedures to ensure that they remain supportive of peace operations. Working groups have been established to review the end-to-end management of various business processes that directly impact service delivery to field missions. The processes under review are recruitment, onboarding, separation, delegations of authority and designations. Where bottlenecks are identified, working groups will consider whether the activity is essential, whether the scope of the activity could be reduced, the number of actors and handoffs that are involved, whether the activity could be done in parallel with other activities or moved elsewhere in the process and whether the activity is being performed by the optimal entity. It is expected that the findings will lead to improved service delivery in all the areas under review.

306 The Secretary-General provided detailed information on the results and benefits derived from the implementation of the global field support strategy, 2010-2015, in his report on the overview of the financing of the United Nations peacekeeping operations (see A/70/749, annex IX). Additional information will be provided according to the guidance provided by the Advisory Committee on Administrative and Budgetary Questions and Member States, as requested by the General Assembly in its resolution 70/286.

307 An informal briefing will be provided to the Special Committee prior to its substantive session in 2017 on the way forward to improve the speed of mission start-ups. Please also see the response to paragraph 305, above.

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308	Predefined modules and service packages continue to facilitate and expedite the development of tailored, mission-specific design solutions and their implementation. The underlying details for the individual modules continue to be refined and updated to include the revision of the scopes of requirements for the development of new systems contracts and the review of the composition of the strategic deployment stock. In addition, preparations are ongoing to develop designs for modular police stations, detention facilities and courthouses in support of national security institutions. The designs are being developed with the standing police capacity based in Brindisi and will complete the complement of planned predefined modules and service packages.
311	An informal briefing with details on this topic will be provided to the Special Committee prior to its substantive session in 2017.
312	In a letter sent to all Member States in July 2016, the Under-Secretary-General for Field Support provided them with an update on the status of the supply chain management initiative and key early benefits. An update on supply chain management will be included in the briefing on strengthening support arrangements provided to the Special Committee prior to its substantive session in 2017.
316	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
317	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
318	Please refer to the responses to paragraphs 305 and 307, above.
319	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
	XII. Best practices and training
322	An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
323	At the Leaders' Summit on Peacekeeping held in New York on 28 September 2015, more than 10 nations pledged to provide mobile training teams to support Department of Peacekeeping Operations and Department of Field Support missions and troop- and police-contributing countries. To operationalize their pledges, the Integrated Training Service has prepared and circulated to all pledging Member States a draft memorandum of understanding outlining the responsibilities of both the United Nations and the pledging Member State. Trainers nominated by Member States play a crucial role in the development and validation of training materials. Consultations with those trainers are necessary to ensure that content is informed by lessons learned and is client-oriented, with the provision of instructional support and guidance from the instructor. Validation workshops are conducted in cooperation with trainers in order to test the new training materials, ensure the practicability of its delivery and seek consensus among the trainers on support and roll out. More details will be provided in the context of the informal briefing.
324	The establishment of the train-the-trainer centre, jointly undertaken by the Integrated Training Service, the Office of Military Affairs and the Police Division, will enhance the training capabilities of

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	troop- and police-contributing countries by providing consistent and quality training support to trainers nominated by Member States. Member States are encouraged to support the initiative with the provision of resources in the support account and in the participation of their trainers in the courses. In addition to the mobile training teams pledged at the Leaders' Summit on Peacekeeping, in 2015, another 20 nations have pledged to provide bilateral training support to troop- and police-contributing countries. Several of the pledges have already been used to follow up on assessment and advisory visits. An informal briefing will be provided to the Special Committee prior to its substantive session in 2017.
325	Collaborating with the Strategic Force Generation and Capability Planning Cell, the Integrated Training Service supports new and emerging troop- and police-contributing countries in generating high-quality and effectively trained personnel. Assessment and advisory visits are instrumental in gauging training capacity needs in order for mobile training teams to assist troop- and police-contributing countries in meeting the training requirements necessary for operational readiness.
325	All training materials are being developed to address cross-cutting thematic areas with scenario-based exercises simulating mission-specific issues. Mobile training teams deployed to build the capacity of new and emerging troop- and police-contributing countries focus on protection issues and make use of mission-specific realities. A train-the-trainer centre, with the support of voluntary contributions from Member States, conducted its first pilot course for uniformed personnel in October 2016 in Entebbe, Uganda. The centre will reinforce the role of the United Nations in setting training standards and will allow for earlier and more consistent engagement with Member States in the preparation of uniformed personnel for deployment.
326	The Peacekeeping Resource Hub is regularly updated with new guidance and training materials, available for download by Member States and peacekeeping training institutes. Please also refer to the response to paragraph 277, above.
326	In December 2014, the Department of Peacekeeping Operations and the Department of Field Support launched the Peacekeeping Resource Hub, the official portal for Member States to access peacekeeping guidance and training materials. The Resource Hub was presented to the Special Committee in January 2015. Initially launched in English, it was made available in French in 2015 and in the other official languages of the United Nations (Arabic, Chinese, Russian and Spanish) in March 2016.
327	The Integrated Training Service has taken the lead in developing the specialized training materials needed to support the United Nations Military Unit Manuals. The materials are nearly complete and will be validated in a workshop to be held in November 2016. The materials will be rolled out in 2017 through train-the-trainer courses. Member State support to host one or two of the courses is requested.
328	The training needs assessment undertaken by the Department of Peacekeeping Operations for 2012-2013 focused on mandate implementation. It has informed the update of the core predeployment training materials. Building on the findings of the assessment and continuing the focus on mandate implementation, the assessment for 2016-2017 will analyse in-mission training needs with regard to the protection of civilians and recommend steps to strengthen the design and delivery of training.
329	The specialized training materials for formed police units were completed in early 2016 and are accessible online at the Peacekeeping Resource Hub. The material on conflict-related sexual violence has been completed, and the train-the-trainer course will take place in January 2017. The material on

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	child protection for the military has also been completed, and a train-the-trainer course for its dissemination among troop-contributing countries will take place in September 2016. The material on child protection for United Nations police officers is being finalized, with a validation workshop to take place in October 2016, and the global pilot course to take place from 28 November to 2 December 2016. Together with the Office of Military Affairs, the Integrated Training Service is developing the specialized training materials for the United Nations Military Unit Manuals to provide troop- and police-contributing countries with training guidance for each of the Manuals, and the pilot course for those materials will take place in November 2016. The integrated training package on the protection of civilians integrates guidance on the protection of civilians, child protection and combating conflict-related sexual violence in United Nations peacekeeping. Upon completion of an advanced draft of those materials, the Policy, Evaluation and Training Division organized a consultation workshop for 25 international experts to be held in Austria from 31 October to 4 November 2016.
329	The specialized training material on the protection of civilians at the tactical level has been translated from English into French. All training materials, once completed, are sent for translation, so that the material may be made available in the six official languages of the United Nations. The Department of Peacekeeping Operations is developing guidance for troop-contributing countries on preparation for operational readiness. It will outline and standardize predeployment training and define the military requirements expected from a unit to be deployed and the steps to be taken to achieve a satisfactory level of preparation.
330	More scenario-based exercises and mission-specific case studies are included in all revised training materials to enable personnel to practically apply knowledge, skills and experience to the current realities of complex and hostile environments. Senior leadership training in particular will be strengthened through greater use of scenario-based exercises.
331	The updated core predeployment training materials and the mandatory induction training for all peacekeeping personnel in the field includes child protection and gender mainstreaming in the context of peacekeeping operations to ensure that deployed personnel receive guidance in accordance with United Nations standards. The specialized training material on child protection for the military has been completed, and a train-the-trainer course for its dissemination among troop-contributing countries will take place in September 2016. The material on child protection for United Nations police officers is being finalized, and a validation workshop comprising trainers nominated by Member States will take place in October 2016. The global pilot course for the specialized training material will take place from 28 November to 2 December 2016. The specialized training materials on gender for police contingents include the gender toolkit for United Nations police officers, which was launched in 2015, and the standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence, which is being finalized and due for completion by June 2017. The material on the integration of gender perspectives into military tasks at the tactical level is being finalized by the Office of Military Affairs and is due for validation in 2016. Material targeting military gender advisers and gender focal points is in development.
332	Guidance and training materials are consolidated online at the Peacekeeping Resource Hub. The Resource Hub is linked to the Dag Hammarskjöld Library server, allowing for faster access and easier navigation. The triangular partnership project, initiated by the Department of Field Support with extrabudgetary support, to enhance the capacities of African troop-contributing countries in rapidly deploying engineering units to United Nations peacekeeping operations continued its successful

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	operation, with two regular training sessions and a pilot train-the-trainer course conducted in 2016. Graduates of the train-the-trainer course from at least one of the troop-contributing countries have already started training students in their home country. Deployment of the first trained contingent is planned for 2017. In addition, a curriculum development and integration workshop to identify guidelines and key training modules, a training needs analysis of two troop-contributing countries to identify their needs and a multi-lateral planning workshop for stakeholders to help to expand partnerships and plan for 2017 were also conducted. Future opportunities are being explored to expand training to include a mobile training course. Subject to support, the triangular partnership concept could be considered for expansion to other areas, such as medical services.
332	Since its launch in December 2014, the Peacekeeping Resource Hub has been expanded to contain 259 guidance and training materials. Peacekeeping training centres use the upgraded and accessible Resource Hub as the primary source for accessing Department of Peacekeeping Operations-Department of Field Support training and guidance materials and as a platform for exchanging information and ideas on peacekeeping-related issues. Peacekeeping training centres use the Resource Hub to access peacekeeping communities of practice in order to share advice among peacekeeping personnel with expertise in a particular field.
333	The Specialized training materials for formed police units were completed in early 2016 and are accessible online at the Peacekeeping Resource Hub.
334	The Integrated Training Service devised a twofold strategy to implement the recommendations of the internal review conducted in 2015. The management component of the training programme was strengthened through the update of the main case scenario and the development of new exercises and case studies, which contributed to making the programme more interactive and expanded its learning outcomes. The second workstream is the development of the new programme, the main objective of which is to build a pool of potential candidates with advanced leadership, management and interpersonal skills for appointment to senior positions in peace operations, such as directors of mission support or chiefs of staff. The Service has been working on the design and development of the new course through extensive consultations with key stakeholders, including currently serving and retired directors of mission support and chiefs of staff. The pilot project of the new course will be conducted in January 2017.
335	Assessment and advisory visits to gauge the training capacity needs of new and emerging troop- and police-contributing countries are followed up on by mobile training teams which assist those countries with meeting the training requirements necessary for operational readiness. The Integrated Training Service has also responded to requests, made on short notice, from troop- and police-contributing countries for training support to address specific needs. A training needs assessment addresses in-mission requirements for training on the protection of civilians, identifies needs and recommends priorities for training development.
336	E-learning courses have been developed by the Integrated Training Service and are available online from the United Nations System Staff College portal. They include an introductory course on United Nations peacekeeping operations, six courses for in-mission induction training and e-learning modules for the senior mission administration and resource training programme. There are plans for the Service's civilian pre-deployment training team to further develop e-learning materials to assist in the delivery of predeployment training for civilian personnel and to develop e-learning materials for the course for senior mission leaders. The Police Division will be collaborating with the Service to convert the

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	standardized training curriculum for United Nations police officers on investigating and preventing sexual and gender-based violence into an e-learning format, as part of the finalization of the training materials. The Office of Military Affairs has engaged with regional peacekeeping training institutes to evaluate their online training resources while building similar resources for a United Nations audience.
337	The United Nations Institute for Training and Research (UNITAR) supports African troop-contributing countries through the provision of predeployment training. Applying the Department of Peacekeeping Operations predeployment training package, the UNITAR peacekeeping training programme contributes to the preparedness and readiness of personnel to perform effectively in United Nations peace operations. With a view to ensuring long-term sustainability, the programme also builds the capacity of national and regional peacekeeping training institutions to deliver high-quality training according to United Nations standards through train-the-trainer, coaching and mentoring initiatives. UNITAR has developed a number of online learning and educational resources to address the specific needs of personnel deployed as part of United Nations peace operations, which are accessible to personnel and national and regional peacekeeping training institutions in all regions, including Asia, Latin America and Africa. UNITAR continues to diversify its learning and educational resources to respond adequately to the training needs of personnel and coordinates with other online training providers to improve access to resources. With regard to post-graduate programmes accredited by academic institutions, UNITAR is exploring possibilities for the provision of partial scholarships to personnel currently serving in missions.
338	The Integrated Training Service continues to work with United Nations stakeholders and external partners to provide support in peacekeeping training to Member States, improve dissemination of training materials, raise awareness of peacekeeping training initiatives and develop partnerships and enhance strategic networking to help to match limited training resources to priority needs.
339	This information is contained in the core peacekeeping training material, the basic predeployment training standard developed by the Integrated Training Service for all military, police and civilian personnel. The Manual is available online at the Peacekeeping Resource Hub.
	XIII. Personnel
341	The Department of Field Support continues its efforts to support field missions (peacekeeping operations and special political missions) in recruiting staff on as wide a geographical basis as possible. An analysis of the geographical distribution of candidates selected for field missions shows a representation of 131 different nationalities in 2015 and 112 different nationalities to date in 2016. The Department maintains its efforts to ensure that the gender perspective is pursued in the recruitment processes. Through the efforts undertaken as part of the senior women talent pipeline initiative, which was launched in 2014, 8 candidates from the pipeline were selected for senior level positions in the field. The percentage of women endorsed for placement on rosters for international positions has increased from 27 to 30 per cent during the 2015-2016 cycle. The Department offers guidance to hiring managers and recruiters in field missions on how to apply a gender perspective at all steps of the recruitment process.
342	Total representation of troop- and police-contributing countries in June 2016 was 5,777 of 6,528 encumbered international posts, which is 88.5 per cent of total encumbered international posts. That means that 88.5 per cent of all encumbered posts in peace operations are filled with nationals from troop- and police-contributing countries.

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343	The representation of women in the overall workforce in peacekeeping missions has remained low, at 21 per cent over the past several years. As at June 2016, 28 per cent of all international staff and 18 per cent of all national staff were women. In a climate in which the downsizing and consolidation of peace operations has resulted in a reduction in the overall number of posts, the Department of Field Support continues to prioritize the retention and recruitment of women. The establishment of the senior women talent pipeline in January 2014 has supported those efforts at senior civilian levels.
344	Posts approved for peace operations are not subject to provisions regarding geographical representation. The selection of talent to serve in peace operations follows the spirit of those provisions to ensure that staff selected to serve in peace operations have the widest possible geographical representation. Currently, 88.5 per cent of all staff serving in peace operations are nationals from troop- and police-contributing countries. The Department of Field Support produces monthly reports for the use of senior officials to inform succession planning, which include data on the expiration of appointment dates, gender and geographical distribution. The Department prepares a quarterly internal publication providing information on the senior leadership of United Nations field missions, facilitating forecasting, profiling upcoming leadership vacancies in the field and tracking progress in the appointment of women candidates for leadership positions in the field. The Department of Field Support has updated the standard operating procedures for succession planning and vacancy management that enables it to support the Department of Peacekeeping Operations in profiling senior mission leadership positions, taking into account diversity considerations and complementarity within the leadership team. Other ongoing measures include a comparative review of assessment tools for senior leadership positions with a view to recommending amendments to the process and providing general support for the recruitment and on-boarding processes.
345	At the head and deputy head of mission levels, vacancy rates have remained low in 2015 and in 2016. Two vacancies of 34 posts were reported in December 2015, while one post remained vacant, the Head of Mission of the United Nations Interim Security Force for Abyei, as at September 2016. Those figures confirm a positive trend since the end of 2013 and 2014, when two and three positions, respectively, were vacant. In addition, the duration of vacancies at the head and deputy head of mission levels continued to decrease. In the first half of 2016, more than two thirds (71 per cent) of newly appointed heads or deputy heads of mission entered on duty within seven days of their successor's departure, an improvement from 2015, when the figure was 37 per cent. The low vacancy rate at the senior mission leadership level is the result of continued efforts to plan for succession and the implementation of measures designed to accelerate the recruitment and approval of senior appointees, such as the design of standard operating procedures, standard templates, integrated briefings and regular leadership landscape review meetings with lead departments to forecast vacancies and implement timely recruitment processes.
346	Twice a year, in March and September, the seconded military and police recruitment campaigns are conducted and the lists of vacant posts are sent to Member States. The Office of Military Affairs and the Police Division are circulating the vacant posts a year in advance to avoid or reduce gaps in the rotation of seconded military officers.

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350	Building on the findings of the civilian staffing reviews and in alignment with the promulgated workforce planning user guide for field missions, the Field Personnel Division has established a working group tasked with exploring ways to support efforts to nationalize staff functions in field missions. Guidelines are being drafted to provide missions with a consistent approach to the use of national staff in peace operations and to assist missions to explore ways by which the use of national staff can be achieved, taking into consideration the local labour market conditions at each location. In particular, the guidance seeks to provide practical, hands-on, low-cost and high-impact direction on how missions can operationalize the nationalization of staff functions while meeting the dynamic needs of field missions. A first draft should be circulated to all field missions by December 2016.
351	The role of the Field Personnel Division is to facilitate the availability of well-qualified talent, in more than 24 rosters of candidates, who are ready for selection for posts in field operations. Particular emphasis has been placed on increasing the numbers of Arabic-speaking and French-speaking staff, as well as women, and dedicated initiatives have been taken in 2016 in that regard, including a dedicated information session for francophone countries on the recruitment process for peace operations and a dedicated outreach campaign for Arabic speakers that targeted potential candidates for positions in civil and political affairs at the P-3 and P-4 levels.
352	In supporting the rostering process, the Field Personnel Division, the Office of Military Affairs and the Police Division ensures that candidates are tested in French language proficiency, when fluency in French is a requirement of the post. Such support includes the option that francophone candidates may conduct interviews in French.
353	As part of its efforts to achieve cost efficiency in the delivery of training and to reduce the use of consultants, the Integrated Training Service is developing a core group of mission trainers in the International Computer Driving Licence that could support mission staff and personnel in running Licence-accredited centres and delivering training to raise technological awareness within missions.
354	To foster and strengthen dialogue between the Field Personnel Division and troop- and police-contributing countries, the Division hosts biannual outreach round tables. The initiative is instrumental in growing existing partnerships and addressing ongoing issues, such as promoting the roles of women in peace operations as part of a holistic effort to better bridge the gender gaps among civilian personnel. The Division developed a communications toolkit, including a careers e-library comprising leaflets covering all 24 occupational groups. The leaflets are available in English and French, and, in addition, a set of overview leaflets, banners and folders have been produced, including materials available in all six official languages of the United Nations. The Division developed an electronic outreach platform, which hosts around 1,000 institutions and organizations, including those inherited from outreach activities conducted under the former civilian capacity for peace operations initiative. The platform allows the Division to disseminate information on requirements, create talent pipelines, track applications and monitor and report on results achieved, which generates efficiency gains by leveraging technology. All permanent missions are registered on the platform. The Division conducts dedicated regional outreach visits to troop- and police-contributing countries every year. The outreach visits target regional and local talent pools, rather than taking a global, one-size-fits-all approach. In the context of its ongoing outreach activities and continuous dialogue with Member States, the Division and the Department of Field Support hosted an information session in French and English. The Division has also launched a dedicated outreach campaign for Arabic speakers.

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355	The Field Budget and Finance Division endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims with all the necessary documentation. Some death compensation claims may remain pending until the Board of Inquiry can assist in determining that the incident was mission-related and not caused by gross negligence or wilful misconduct. Some disability claims may remain outstanding until a final medical report detailing the degree of residual permanent disability can be submitted, once all treatments and rehabilitation programmes are completed. On receipt of a notification of casualty from the field, the Secretariat proactively contacts the permanent missions concerned to ascertain whether they are aware of the death and disability compensation entitlement and provide guidance on the procedure for the submission of claims. The Division takes all measures necessary to process ongoing claims by frequently corresponding with Member States, field missions and other Secretariat offices.
	XIV. Financial issues
359	Payments for military and police contingents and contingent-owned equipment are made after taking into account a three-month cash operating reserve for each mission. As at 30 September 2016, payments for contingent-owned equipment reimbursement are fully paid to 30 June 2016 and payments for contingent personnel reimbursement are fully paid to 31 July 2016 for all missions.
360	Troop- and police-contributing countries are informed of their respective contingent-owned equipment shortfalls and the related deductions through various means, such as: (a) verification reports; field missions conduct quarterly inspections of units to verify that the categories, line items and the quantities thereof delivered by the troop- and police-contributing countries correspond with the terms of the memorandum of understanding and that the equipment is operational. The results of each inspection, in particular discrepancies between the terms of the memorandum of understanding and the deployed major equipment and/or absences and/or non-functionality thereof are documented in the verification report, which is signed by the respective contingent commanders; (b) contingent-owned equipment claim calculations; a detailed calculation of the reimbursement, specifically identifying missing and non-functioning equipment, is forwarded to the permanent mission on a quarterly basis; (c) statement of payments; the permanent mission in New York are informed by the United Nations of quarterly payments and/or reimbursements for its troop personnel, including the monetary amount of the deduction from the troop personnel reimbursement.
361	To date, the Secretariat has awarded the risk premium and the enabling premium through procedures developed on the basis of the recommendations contained in the report of the Secretary-General on the implementation of the report of the Senior Advisory Group on rates of reimbursement to troop-contributing countries and other related issues (A/67/713). Under the procedures, the risk premium has been awarded to some units in UNMIL and MINUSMA, and the enabling capability premium has been approved for one unit in MINUSCA.